



Milford Hospital Replacement Facility

Delaware Health Resources Board

December 17, 2015

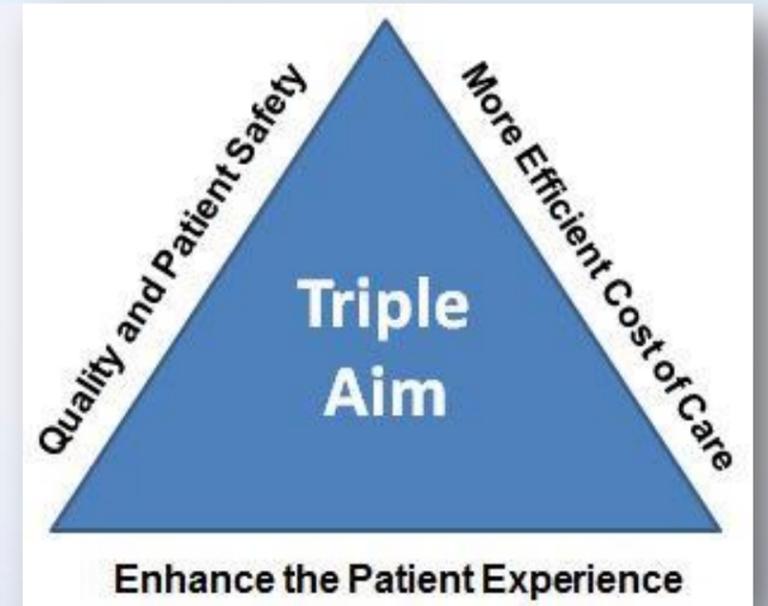
Bayhealth Hospitals

- Kent General Hospital in Dover
- Milford Memorial Hospital in Milford
 - 168 Bed Community Hospital
 - Inpatient Rehabilitation Unit
 - ICU
 - General Med/Surgery
 - Women's Services



Why Replace Milford Hospital?

- Beyond Economical Use/Reuse
- Negatively Impacts the Patient Experience
- Inefficient and Costly to Operate and Maintain
- Does Not Support Efficient Care Delivery or Adaptation to New Care Delivery Models



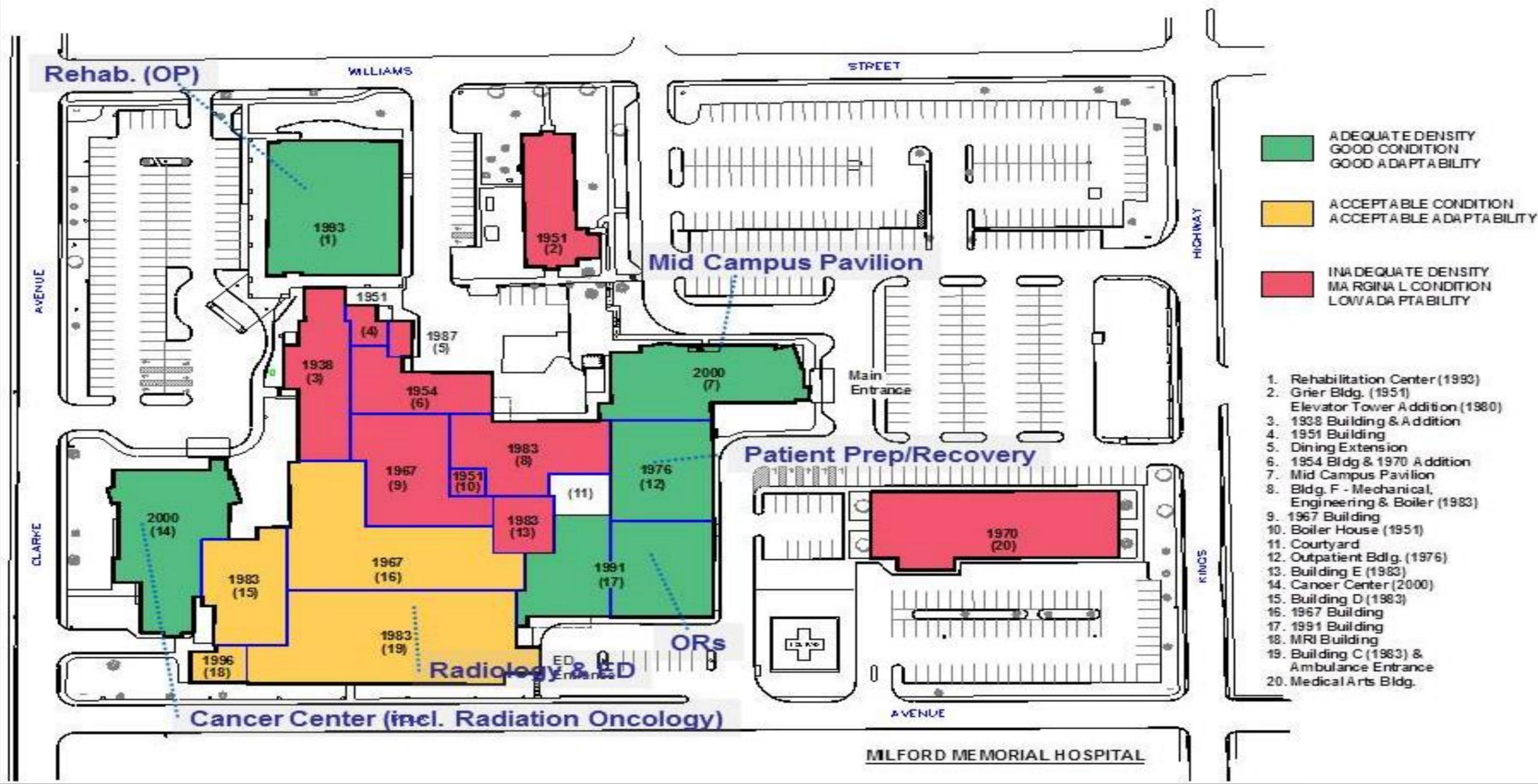
Milford Memorial's Facilities are Outdated

- Age of Plant
 - First Built in 1938 as a 100-Bed Hospital
 - Original Building Still Remains
- Campus is Misaligned and Fragmented
 - Eight Additions Between 1951 and 2000
 - Based upon Small Semi-Private Rooms
 - Diagnostic and Treatment Areas Inadequate
 - Growth Was Accomplished Horizontally

Milford Memorial's Facilities are Outdated

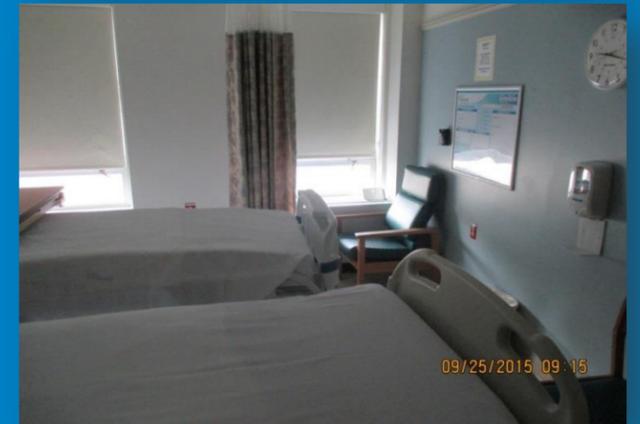
- Utility Systems
 - Do Not Meet Modern Technology / Equipment Requirements
 - Extremely Inefficient to Operate
 - Plant Equipment Averages 35+ Years of Operation
- Campus is Landlocked and Crowded
 - Structure Will Not Support Vertical Expansion
 - Parking Lots Dominate Site

Facility Diagram



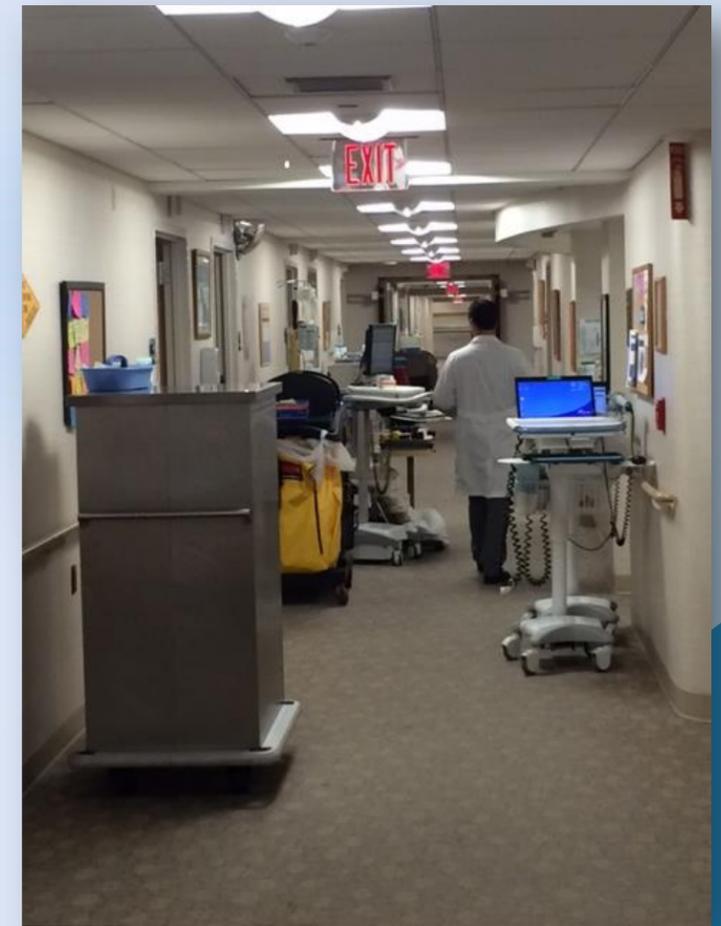
Patient Care Delivery Challenges

- Semi-Private Rooms are Outdated
 - Limited Space for Care Team & Equipment
 - Small Size Inhibits Care Experience
 - Reduced Privacy
 - Limits Family Involvement
 - Many Do Not Include Showers
 - Heated/Cooled by Through-Wall Units



Logistics Challenges

- **Materials Distribution**
 - No Loading Dock
 - Patients, Visitors, Materials & Trash Transported on the Same Elevators
- **Center Hallway Design - No Separation**
 - Patients & Materials Traverse in the Same Corridors
 - Limited Space for Patient Equipment
 - “Computers on Wheels”
 - Isolation Carts



Existing Utilities

- Campus is Served by a Single Power Source
 - Single Point of Failure
- Power is Distributed at 120 / 208 Volts
 - Replacement Imaging & Plant Equipment Require 480 Volts
 - Very Inefficient for Lighting & Equipment
 - Current Distribution at Full Capacity
- Emergency Generators are Fully Loaded
 - No Growth Potential



Existing Utilities

- Steam Plant
 - Most Plant Equipment Installed in 1983
 - Inefficient to Operate & Beyond Useful Life
- Heating, Ventilation & Air Conditioning
 - Only 10% of Facility Served by Central Air Conditioning Systems
 - Mostly Served by Direct Expansion Systems
 - Extremely Inefficient
 - Very Poor Temperature & Humidity Control
- Replacement is Prohibitively Expensive



Existing Hospital Site

- Located within a Residential Neighborhood
 - Surrounded by Two Lane Roads
 - Impedes Quick Access for Emergency Vehicles
 - Difficult for Delivery Trucks to Maneuver
 - Helipad on Grade Next to City Road and Local Homes
- Difficult to Replace Hospital On Existing Site
 - Construction Very Disruptive to Hospital Operation

Existing Hospital Site

- Significant Growth Constraints
 - Manufacturing Plant to the South
 - Railroad Tracks to the North
 - Neighbors' Homes East & West
 - Very Expensive to Purchase
 - Would Change the Fabric of Community



Greenfield Replacement Hospital Location

- 165+ Acre Greenfield Site
- Adjacent to Route 1 and Route 30
- 3 ½ Miles from Existing Hospital
- Excellent Access to Utilities

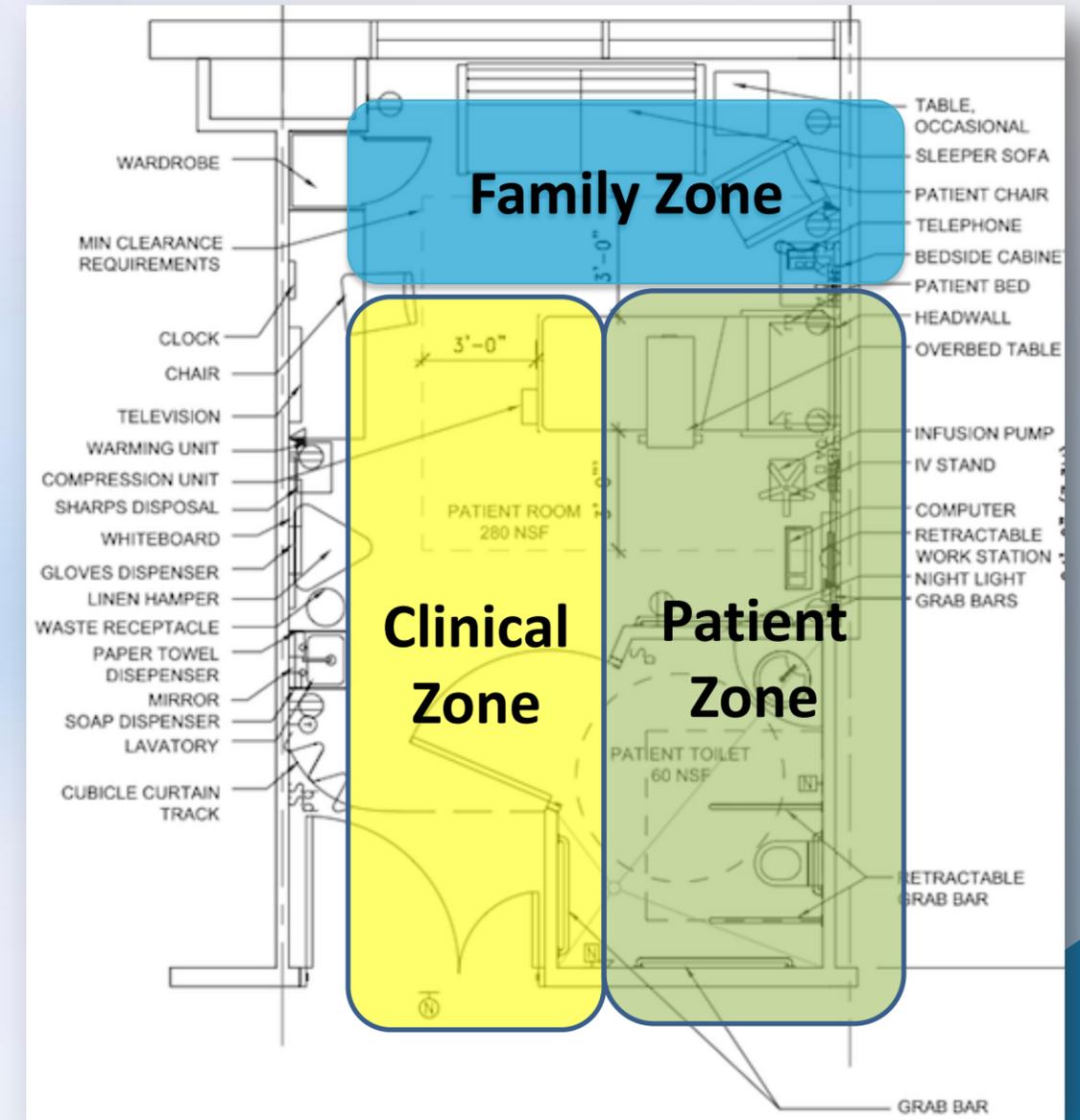


Replacement Hospital – Site Plan



Proposed Project – Program

- 128 Private Rooms with Patient Baths to Include
 - Acute Care Beds
 - Critical Care Beds
 - Women’s Services Beds
 - Inpatient Rehabilitation Beds
- Designed to Meet Needs
 - Clinical Zone
 - Patient Zone
 - Family Zone



Quality & Patient Safety Focus

- All Private Rooms Improves Capacity
 - Promotes a Higher Quality of Care
 - Reduces Infections and Medical Errors
 - Improves Privacy
 - Decreases Patient Stress and Promotes Healing
- Multi-Acuity Patient Units
 - Improves Efficiency & Outcomes
 - Decreases Length of Stay

Other Key Program Areas

- Clinical Decision Unit
 - Medically Managed Observation Unit
- 30 Bay Emergency Department to Include
 - Trauma Bays
 - Fast Track Area
 - Treatment Bays
 - Behavioral Health Rooms

Surgical & Procedural Areas

- 6 Operating Rooms
- 4 Procedure Rooms
- An Interventional Procedure Room
 - Radiologic Procedures
 - Cardiac Procedures

Reinvesting in Our Community

Bayhealth's Mission:

“To Improve the Health Status of all Members of the Bayhealth Community”

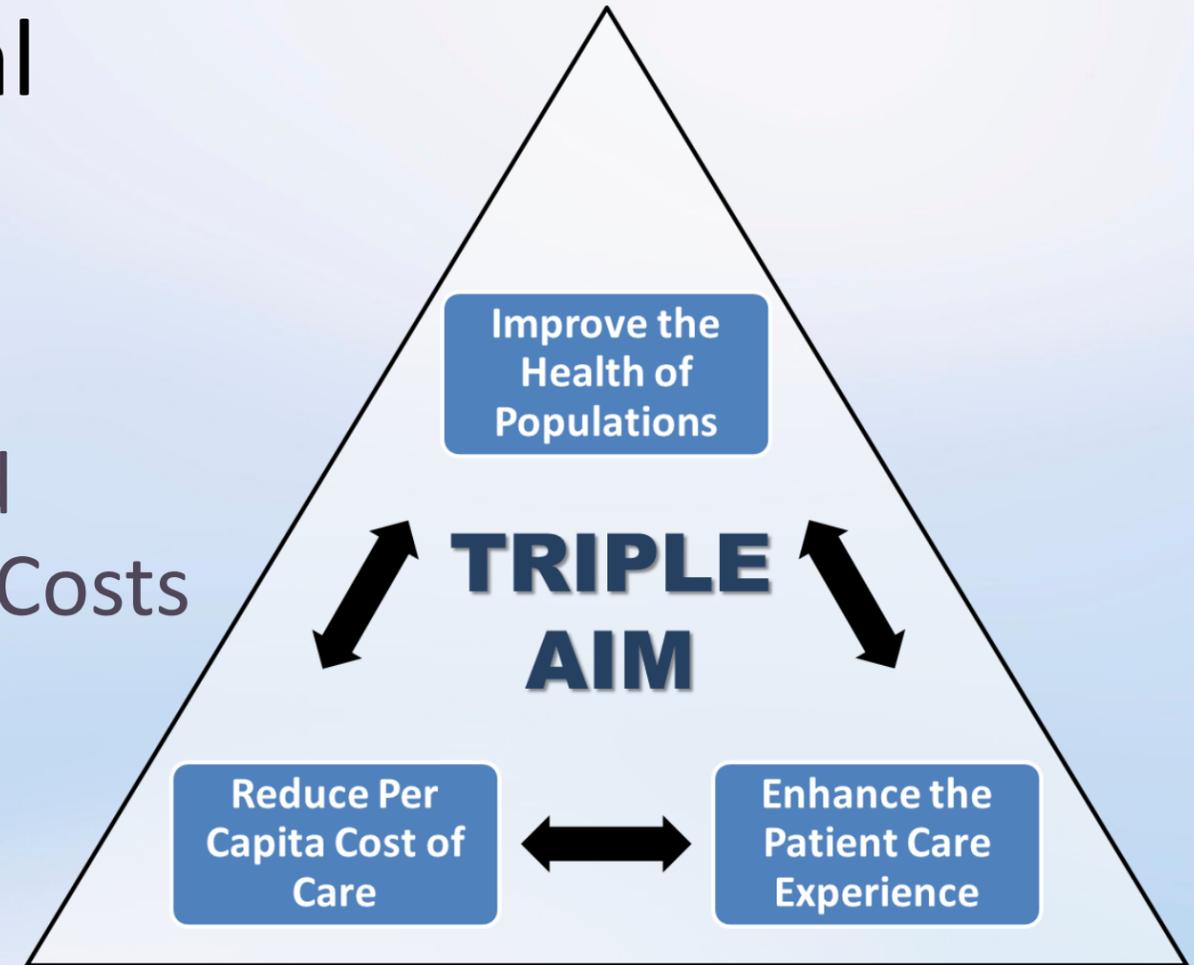
- Long-Term Re-Investment into Our Community: *A 50 + Year Facility*
 - Estimated Capital Expenditure of \$277 Million
 - Funded Through Internal Capital Resources
 - Keeping the Dollars in Delaware
 - Materials Sourced through Delaware Businesses
 - Labor to be accomplished by Delawareans

Alternative: *Rebuild on Clarke Avenue Site*

- Insufficient Acreage for State of the Art Facility
 - 6 Story Hospital Incongruent with Neighborhood Aesthetic
- Neighborhood Utility Infrastructure Insufficient
- Roads Cannot Accommodate Expected Growth
- Would Require a Phased Construction Approach
 - Very Disruptive and Considerably More Expensive
- These Constraints Would Result in an Inefficient Facility

Conclusion

- Benefits of the Replacement Hospital
 - State of the Art Facility
 - More Efficient Facility & Operations
 - Promotes Appropriate Utilization and Reduces Overall Health Care System Costs
 - Improved Access
 - Improved Quality
 - Improved Service to Patients
- Aligns Bayhealth with the Triple Aim



Thank You